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Ministry of Multiculturalism and Immigration

PERFORMANCE PLAN 2001 – 2004

April 30, 2001

To His Honour
The Lieutenant-Governor of the
Province of British Columbia

May it please Your Honour:

Pursuant to Section 13(2) of the *Budget Transparency* and *Accountability Act*, I respectfully submit the performance plan (2001-2004) for the Ministry of Multiculturalism and Immigration.

Respectfully submitted,

Honourable Sue Hammell
Minister of Multiculturalism and Immigration and
Minister Responsible for the Public Service

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INTRODUCTION

The Ministry of Multiculturalism and Immigration takes a lead role in promoting cross-cultural understanding and the elimination of racism, and encourages a society that achieves the full participation of all British Columbians in the economic, social and civic life of the province. Another key function of the Ministry is to maximize the social and economic benefits of immigration in the province. Effective settlement programs and other strategies are essential to expedite the social and economic integration of immigrants into BC society.

The Performance Plan for 2001-2004 establishes the strategic goals of the Ministry. However, the performance plan is an evolutionary document and will be updated each year during the annual planning process to reflect progress and changes that have occurred during the year. As we gain knowledge and understanding, and as we receive performance feedback, we will work to improve our accountability and our performance.

As this document is a Performance Plan for the Ministry, business plans at a branch level are not articulated in this plan, but are used for carrying out day to day operations of the various branches that comprise the Ministry.

Representatives from each of the branches within the Ministry were part of the core committee that developed the strategic plan. As the plan developed, the core committee members consulted with their staff to solicit input to the plan content and build awareness and understanding, ensuring that development of the Ministry plan involved all Ministry employees.

STRATEGIC CONTEXT

OUR VISION

A thriving society that embraces multiculturalism, diversity and immigration

OUR MISSION

With our partners, we work to maximize the benefits of multiculturalism, diversity, and immigration by:

- Facilitating the settlement and integration of immigrants
- Promoting cross-cultural acceptance, facilitating development of culturally responsive institutions and promoting the elimination of racism
- Representing BC's interests in immigration policy, and
- Advancing employment equity and creating accessible institutions.

THE BENEFITS OF MULTICULTURALISM AND IMMIGRATION

The Ministry recognizes that there are definite social, cultural and economic benefits of multiculturalism and immigration that result for the province in our pursuit of these ideals.

Multiculturalism is the respect and acceptance of the cultural heritage of all British Columbians. It asserts the right of all citizens to full and free participation in the social, cultural, economic and political life of the province, and aims to eliminate unfair barriers for greater equity and opportunity. Multiculturalism is a "value added" resource in the workplace. It promotes inclusiveness and diversity which enhance an organization's capacity to develop, market and serve British Columbia and world markets.

Multiculturalism promotes cross-cultural understanding and actively builds bridges among diverse communities. It promotes the elimination of racism and discrimination for a more peaceful and harmonious society. Canada is viewed by many other nations around the world as a model of cultural pluralism and racial harmony.

Immigration contributes significant accumulated economic benefits to Canada and BC in the form of increased population growth, international trade, consumer demand, job creation, investment and human capital. Immigration provides the

largest source of population and labour force growth in BC. This, in turn plays a lead role in developing job markets, attracting investment, and expanding consumer demand. Immigrants purchase houses, cars, household goods and services that support economic growth and increased property tax, income and consumption tax revenues to the province.

In particular, immigration has been a major source of scarce skills and entrepreneurs for British Columbia. Business immigrants, along with immigrants who arrive in other categories, establish and expand businesses, increase investment and create jobs for the province. Immigrants in business often develop important trade links with their country of origin.

More than economic development is at stake, however. BC plays a significant role in meeting Canada's immigration goals regarding family reunification and also plays a significant role in supporting Canada in meeting its international obligations regarding the protection of refugees.

OUR VALUES

Core values are fundamental beliefs that describe how we go about our business on a day to day basis as well as at a strategic level. They are embodied in our organization's culture, management style, and rules of personal behaviour.

C	**Cooperation**: We believe in working as a team with each other and with our stakeholders. **Caring:** We foster a supportive working environment for our staff, and support our stakeholders in achieving their goals. **Creativity:** We value and encourage new ideas and approaches from our staff and our stakeholders. **Commitment:** We foster commitment of our staff to our goals through communication and leadership. **Challenge:** We set goals for ourselves that represent significant effort, while still being attainable.
O	**Opportunity**: We provide opportunities that allow us to grow individually and as an organization. **Openness**: We are open to change and are proactive in dealing with it.
R	**Respect:** In all we do, we act on a basis of respect for others. **Risk**: We encourage responsible risk –taking and pushing the outside limits in an attempt to foster positive change. **Responsibility:** We encourage our staff to take ownership of the work, and to have a strong sense of personal responsibility the well -being of the Ministry and its stakeholders. **Responsiveness**: We listen carefully to our staff and stakeholders so that we can be responsive to their needs. **Reliability**: As an organization we behave consistently, so that staff and stakeholders can act with confidence.
E	**Equality:** Fundamental to our work is the belief in the equality of all. **Enthusiasm**: We value a working environment that is attractive, fun, and that supports initiative.

ENVIRONMENTAL SCAN

IMMIGRATION AND SETTLEMENT AND INTEGRATION

BC is a preferred province for immigrants.....

British Columbia continues to be a major immigrant-receiving province. While BC lost approximately 30,000 people through migration to other provinces between 1998 and 2000, immigration supported population growth as nearly 110,000 newcomers arrived from other countries.

Over the last decade only Ontario received more immigrants than BC. With 13 percent of the national population, BC welcomed on average, 19 percent of newcomers to Canada annually. Over 35 percent of the population in Greater Vancouver is now foreign born.

BC's immigration numbers and provincial share are dynamic.....

BC's level and share of immigration ebbs and flows. It reached over 52,000 in 1996 representing 23 percent of total Canadian immigration, and dropped to 37,000 in 2000, representing a 16 percent share. In 2000 the number of skilled workers coming to Canada increased by 27 percent over 1999. However, only 4 percent more of the skilled workers came to BC. Although BC still receives a large share of Canadian business immigrants (28 percent of total entrepreneurs and 33 percent of total investors) our share is declining relative to other provinces. There is growing inter-provincial and international competition for skilled workers across most occupations with intense competition for certain occupations in health care, education, aerospace, construction trades, manufacturing trades and high technology.

Source countries for immigration change in relative importance.....

During the height of the political uncertainty facing Hong Kong in 1996, over 12,500 Hong Kong residents immigrated to British Columbia in the family and economic classes. In 2000 only about 300 immigrants landed in BC from Hong Kong. Through 1999 and 2000 China has emerged as the primary source country for immigration to BC. Immigration from Taiwan in 2000 was only 20 percent of what it was in 1996. India has remained a fairly steady source of immigrants in the family class and has emerged in the past two years as a growing source of economic immigrants. Korea is also becoming a more important source of economic immigrants.

The relative importance of source countries for refugees also fluctuates substantially with world events and conditions. In the early 1990's Vietnam was a major source of refugees destined to BC. Over the last five years Bosnia, China,

Kosovo and the former Yugoslavia have been major source countries. Iran has been a steady source for the last decade.

Increasing numbers of migrants are entering BC without landing visas.....

Over 2500 migrants arrive annually as refugee claimants in BC. The current backlog of claimants in BC waiting to be processed by the Canadian Immigrant and Refugee Board (IRB) is about 3000. Less than one-third of claimants in BC are ultimately found to be legitimate refugees. In 1999 over 500 Chinese migrants from the Fijian province in China arrived in boats off BC's coast. Most were found to be economic migrants with no legitimate claim to conventional refugee status.

People-smuggling and trafficking of humans, for the purposes of prostitution and working in low paying jobs under illegal conditions, are on the rise internationally, and led by organized crime.

Immigrants settle primarily in the Greater Vancouver area.....

Although immigrants settle all across the province, through the 1990's over 85 percent settled in Greater Vancouver. Since 1998, the proportion settling in Vancouver has declined to 76 percent as more immigrants are choosing to settle in smaller communities in the province. Typically, however, few refugees settle outside the Lower Mainland.

Within the Greater Vancouver Area some communities are experiencing profound changes in their population.....

Immigrant and visible minority groups are growing much more quickly than the overall population in some cities within the Greater Vancouver area. To illustrate, in Surrey the immigrant population grew by 51 percent between 1991 and 1996 while the total population increased by 24 percent. In 1996, 16 percent of the population declared themselves visible minorities from South Asia. In Richmond, the immigrant population grew by 61 percent while the total population increased by 18 percent. 49 percent of Richmond's population is visible minority, 66 percent being of Chinese origin. Burnaby's total population grew by only 13 percent while its immigrant population grew by 49 percent. 39,000 of Burnaby's 179,000 residents declared themselves visible minority Chinese in 1996.

Many immigrants arrive unprepared for daily life in BC society.....

When many immigrants arrive in BC they have very little understanding of how to secure housing, how the job market functions, and how the legal, transportation, banking, education, and health systems work. Newcomers often know little about the availability of public services available to support their efforts in looking for work, improving their education, linking to the community and preparing for

citizenship. The degree to which they can rely on family and ethnic community support varies greatly.

Through the settlement and integration process, immigrants may experience culture shock, intergeneration conflict, or marital conflict. Some newcomers are survivors of torture, war, rape, persecution and/or other serious trauma in their country of origin.

The human capital characteristics of newcomers vary greatly.....

About one half of the immigrants that come to BC have no English language ability at landing, while the other half have varying levels of ability. Some have basic conversational ability but minimal English language skills at a job specific level. More immigrants arrive with higher levels of education and job skills, but significant numbers still arrive with low levels of education and minimal job skills. In 1998, 35 percent of arrivals held Bachelor's or Post- Graduate degrees; 40 percent had secondary school or less. Many immigrants arrive with intended occupations in the regulated professions and trades. However, many experience difficulty getting their credentials recognized by provincial regulatory bodies and licensing authorities.

The visible minority population in BC continues to grow.....

In 1996 18 percent of BC population were from visible minorities. Nearly 70 percent of the visible minority population of BC are foreign born. 33 percent of the visible minority population is East Asian; 12 percent South Asian and 12 percent Southeast Asian. 2.6 percent are African.

The visible minority population does not have equal access to employment.....

Visible minorities are generally more highly educated than the general population. However, visible minorities have higher unemployment rates than non-racialized groups at all levels of education. Canadian-born visible minority people have lower unemployment rates than foreign-born visible minorities. Compared to non-racialized groups, visible minorities with university education are less likely to hold managerial/professional jobs. Access difficulties persist in both the public and private sectors.

Incomes of visible minorities lag those of the general population and more so for foreign born.....

About 38 percent of the Canadian-born non-racialized group with a university education were in the top income quartile, compared to 29 percent of Canadian-born visible minorities and 21 percent of foreign-born visible minorities. Visible

minorities are also over-represented in the lowest income quartile compared to non-racialized groups across all education levels.

Aboriginal peoples face even greater access and income issues than visible minorities.....

Aboriginal peoples have low education achievement relative to non-racialized and visible minority groups. Like visible minorities, aboriginal peoples are also under-represented in upper income levels and over represented in low-income levels, regardless of education levels. They also experience much higher unemployment rates and are greatly under-represented in managerial/professional jobs.

Citizenship and Immigration Canada (CIC) continues to reform legislation, policy and programs.....

After five years of consultations with provinces and other stakeholders, CIC has targeted this summer to have Bill C 11, a new Immigration Act, through the Senate and ready for Royal Assent. New regulations are expected over the following year. New regulations will make changes to the refugee determination process, the skilled worker selection process, business immigration programs, definition of family class, temporary worker procedures, and penalties for people smuggling. All changes will have an important impact on immigration to the province.

The Canada-British Columbia Agreement for Co-operation on Immigration provides good opportunities for BC to influence immigration policy, to ensure adequate compensation from the federal government, to manage settlement programs, to minimize provincial fiscal costs and to mitigate skill shortages.

Public attitudes toward immigration are dynamic in BC.....

Current information on public attitudes toward immigration is not available and needs to be gathered. However, according to the latest information available, a 1998 analysis of attitudes toward immigration in Canada based on Angus Reid Surveys, between 1996 and 1998 there was a slight decline in the proportion of Canadians saying there are "too many" immigrants coming to Canada. However, the proportion of Vancouver residents saying there are "too many" immigrants arriving rose significantly. Vancouver respondents indicated more favourable perceptions regarding the effects of immigration on employment opportunities and less favourable perceptions regarding the social consequences. Vancouver has experienced more rapid growth in immigration over the last decade than any other major city and the country as whole, and this has affected these perceptions.

Media coverage of multiculturalism and racism issues is generally supportive of the ministry's goals. However, it sometimes reflects a perception of

multiculturalism as a "nice to have" rather than essential to the well-being of the province.

MULTICULTURALISM AND ANTI-RACISM:

Cultural, Racial, and Religious Intolerance....
Many British Columbians may "tolerate" cultural, religious and racial differences in their workplaces and in their communities, but "toleration" is still inadequate when compared to "acceptance" and "respect". In a recent public opinion survey conducted for the BC Human Rights Commission, 55.3% of respondents recommended a public education program to deal with racial issues as compared to other kinds of discrimination.

There are still too many incidents of harassment, prejudice and bigotry throughout the province, whether they be at work places, schools, or social gatherings. The BC Human Rights Commission received 132 complaints last year based on race and ancestry.

Racism and Hate...
Racism in its various forms continues to impact BC communities. According to the BC Human Rights Commission, "reports of hate crime and hate activity are increasing in BC as they are elsewhere in Canada. The harm caused by hate crime and hate activity are among the most serious human rights issues facing society today".

The League of Human Rights of B'nai Brith reports that hate groups are growing steadily and are currently at levels not seen in Canada since the 1920's. The League has measured a 200% increase in reported anti- Semitic incidents since 1988.

From July 1997 to December 1999, 426 hate or bias incidents involving 532 victims and 451 suspects were reported to the provincial Hate Crime Team. Over 50% involved racial bias. The Vancouver Police Department has received an annual average of 88 hate/bias crime reports since 1991, its first year of hate/bias crime data gathering.

The "Brain Waste", Missed Opportunities for British Columbia....
While there has been much attention on the alleged "brain-drain" of British Columbians to the United States, there is increasing attention on the provincial "brain-waste". Thousands of British Columbians are not able to fully contribute their skills and experiences because of barriers in the employment systems. Their full potential contribution to the economic development of the province is curtailed because of such barriers as the lack of recognition of their credentials, concerns about unfair employment practices, or discriminatory practices and

policies. Their loss is not only a personal one, but for all of British Columbia as well.

Public Sector Values are changing.....

BC is a diverse society creating the need for a public sector to be culturally responsive in its programs, policies and delivery of services. As BC changes, so must its public sector workforce. With the current demographic changes and an aging public sector workforce, we are about to witness large-scale changes in the cultural makeup of the sector. Institutions and organizations need to remove barriers that restrict employment opportunities and service equity.

ORGANIZATIONAL CAPACITY:

Measuring our Performance, Working with Partners....

The Ministry continues to have a highly motivated, multi-disciplinary team. The challenge facing the Ministry is to demonstrate its impact. Many outcomes are beyond the control of the Ministry, and it is difficult to attribute either success or failure to Ministry programs.

Program delivery in future years may be increasing in partnership with non-government organizations and community groups. The Ministry will need to be proactive in managing this.

PROGRAM OVERVIEW

ROLE OF MULTICULTURALISM AND IMMIGRATION

The Ministry takes a lead role in promoting and implementing the BC Multiculturalism Act. This Act recognizes the multicultural heritage and diversity of our society, promotes cross-cultural understanding and the elimination of racism, and encourages a society that achieves the full participation of all British Columbians in the economic, social and civic life of the province. Specifically, the Ministry performs its role by:

- Partnering with government ministries, Crown corporations and other public institutions to facilitate cultural diversity and promote change within these organizations.
- Working to end all forms of racism, conflict and discrimination based on color, cultural heritage, religion, ethnicity, ancestry and place or origin
- Promoting cross-cultural understanding at the community level, and
- Acting as a Secretariat to the Advisory Council on Multiculturalism.

Another key function of the Ministry is to maximize the social and economic benefits of immigration in the province. Effective settlement programs and other strategies are essential to expedite the social and economic integration of immigrants into BC society. The Ministry is charged with implementing the Canada/British Columbia Agreement for Cooperation on Immigration and expanding BC's role in immigration matters. Specifically the Ministry does this by:

- Advancing the province's interests in the management and planning of Canada's immigration system
- Providing integration services to new immigrants who need assistance with their settlement in BC, and
- Promoting immigration to those who have desired skills, investments or other contributions to make to BC.

The Ministry also directs, advocates and monitors the progress of employment equity in the public sector. Specifically the Ministry does this by advising on and advocating for:

- A workplace that welcomes diversity
- Improved accountability for multiculturalism and diversity practices
- Culturally sensitive program delivery

SUMMARY OF GOALS

GOAL 1:

Increased understanding and support for multiculturalism and reduced racism in BC

GOAL 2:

Increased economic and social benefits of diversity and immigration to BC

GOAL 3:

Settlement and integration of immigrants

GOAL 4:

Public policy that values diversity and a public sector that reflects the population it serves.

GOAL 5:

Maximized organizational capacity and performance of our partners and the Ministry

SUMMARY OF GOALS AND BUSINESS AREAS

Goal	Objectives	Business Area
Goal 1: Increased understanding and support for multiculturalism and reduced racism in BC	• Promote a safe, stable and open society through: a) reduced racism; and b) increased awareness and acceptance of multiculturalism. • Position British Columbia to benefit from global business and trade opportunities through a) culturally responsive public institutions and community organizations; b) diversity embraced by the private sector; and c) capacity building among community organizations.	• Multiculturalism BC • Community Liaison • Equal Opportunity Secretariat • Communications
Goal 2: Increased economic and social benefits of diversity and immigration to BC	• BC remains a favored destination of immigrants. • Immigrants are integrated into the labor market. • The fiscal costs of immigration to British Columbia are minimized.	• Immigration Division • Equal Opportunity Secretariat • Community Liaison
Goal 3: Settlement and integration of immigrants	• Settlement services are available to immigrants throughout BC. • Immigrants as early as is possible participate and contribute to BC's society and economy. • BC ministries' services and the services of other levels of government are fully accessible to immigrants.	• Community Liaison • Immigration Division • Multiculturalism BC
Goal 4: Public policy that values diversity and a public sector that reflects the population it serves	• Enhanced accountability of public sector executives for diversity and employment equity. • Community based partnerships to raise public awareness and provide advice regarding diversity and equity issues. • Culturally responsive and accessible government policies, programs and services.	• Equal Opportunity Secretariat • Multiculturalism BC • Management Services
Goal 5: Maximized organizational capacity and performance of our partners and the Ministry	• A healthy working environment within the ministry that provides equal opportunity and plans for the future. • Increased capacity and effectiveness of our partners in delivering ministry programs. • Fiscal responsibility, transparency and accountability for the Ministry and its partners. • An energized workforce that is innovative and effective. • An effective internal and external communication strategy that promotes inclusiveness and assists in the delivery of the ministry's vision through a wider audience.	• Executive • Management Services • Communications • Corporate Planning, Evaluation & Systems • Community Liaison • Multiculturalism BC • Immigration Division

OBJECTIVES, STRATEGIES, AND PERFORMANCE MEASURES

GOAL 1:
Increased understanding and support for multiculturalism and reduced racism in BC

Objectives

1.1 Promote a safe, stable and open society through:
- a) Reduced racism and discrimination; and,
- b) Increased awareness and acceptance of multiculturalism.

1.2 Position British Columbia to benefit from global business and trade opportunities through:
- a) Culturally responsive public institutions and community organizations;
- b) Diversity embraced by the private sector; and,
- c) Capacity building among community organizations.

Strategies

1.1 Through strategic partnerships provide funding, advice and resources to public institutions and non-profit agencies

1.2 Provide advice and resources to government ministries and Crown corporations

1.3 Develop and deliver public education programs

1.4 Consult with the Advisory Council and other community organizations and forums

1.5 Work with aboriginal communities and organizations

1.6 Work in partnership with private, public and not-for-profit sectors

1.7 Provide support for heritage language instruction

1.8 Provide the public and key stakeholders with up-to-date information on multiculturalism, anti-racism initiatives, and opportunities education and participation in cultural activities, through the news media, publications, public events, ministry website and other communications vehicles.

Performance Measures

A key indicator for the Ministry in its work is the overall level of support for and acceptance of multiculturalism in BC communities, as well as reduced racism.

The Ministry will track these in order to ensure its priorities are focused where there is greatest return. Our key indicators will be:

1.1 Reduced racism in BC

Target: Our target is a year by year reduction. We will establish baseline data in the year ended 31 March 2002.

Measurements and sources: reports by police, hate crimes, human rights commissions, and agencies.

1.2 Increased awareness and acceptance of multiculturalism in BC

Target: Our target is a year over year increase. We will establish baseline data in the year ended 31 March 2002.

Measurements and sources: public opinion data, reports from school districts, agencies, Laurier Institution Evaluation, news stories and editorial notations on ministry activities and initiatives, and direct feedback from public to the ministry.

1.3 Increased culturally responsive programs by ministries, Crowns and other public sector agencies.

Target: Our target is a year by year increase. We will establish baseline data in the year ended 31 March 2002.

Measurements and sources: annual reports submitted by ministries and Crowns, Laurier Institution Evaluation, client satisfaction assessments, Multiculturalism BC Institutional Change program assessment.

1.4 Private sector support for diversity programs

Target: this is not suitable for target setting. The Ministry will report on key activities and initiatives undertaken during the year. (See previous measures of general support for multiculturalism).

Measurement and sources: new partnerships with and participation in MMI programs, for example, business case forum, new training initiatives for front line service, diversity reports in business publications, key themes at business forums and meeting surveys of businesses.

1.5 Increased capacity building among not-for-profit sector

Target: The breadth of this indicator is very large and annual measurement is not recommended. We will establish baseline data in the year ended 31 March 2002 and measure the increased capacity in 3 years no later than 31 March 2005.

Measurements and sources: community partnerships in diversity initiatives, joint private public and not for profit sector collaboration.

GOAL 2:
Increased economic and social benefits of diversity and immigration to BC

Objectives

2.1 BC remains a favoured destination of immigrants

2.2 Immigrants are integrated into the labour market

2.3 The fiscal costs of immigration to British Columbia are minimized

Strategies

2.1 Advocate for BC's interests in immigration policy and fiscal matters

2.2 Continue to build the Canada - BC Agreement for Co-operation on Immigration

2.3 Conduct recruitment and promotion activities for skilled workers

2.4 Facilitate immigration to fill critical skill shortages

2.5 Facilitate recognition of foreign qualifications.

Performance Measures

The Ministry is working to increase the economic and social benefits of immigration by advocating for BC interests in immigration policy and fiscal matters. To this end, the Ministry is also delivering two programs that target two key priorities -- recognition of foreign qualifications and meeting critical skill shortages. Although there are many factors outside MMI's influence that affect economic and social benefits and the following measures of these benefits, our indicators of success will be:

2.1 Changes in BC's share of immigration

Target: Increase BC's share of immigration to 17%

Measurement and sources: Landed Immigrant Data System (LIDS)
The Ministry will prepare an annual review of immigration trends and factors influencing these trends.

2.2 Level of federal transfers

Target: Fair share of federal transfers for settlement services. Increased federal transfers for costs of services to Refugee Claimants.

Measurement and sources: Financial records, federal/provincial agreements.

2.3 Economic benefits of immigration:

Target: N/A

Measurement and sources: A research report will be prepared on the economic benefits of immigration to British Columbia, including fiscal costs/benefits, investment, job creation, contribution to labour supply and impact on trade.

2.4 Number of skilled worker provincial nominees

Target: 300 Nominations per year
Target: Two-week provincial processing time for complete applications from employers.

Measurement and sources: Provincial Nominee Program database.

2.5 Partnerships established with regulatory and licensing bodies to reduce barriers to recognition of qualifications.

Target: 5 partnerships

Measurement and sources: Ministry's files.

GOAL 3:
Settlement and integration of immigrants

Objectives

3.1 Settlement services available to immigrants throughout BC

3.2 Immigrants are able to participate in and contribute to BC's society and economy as early as possible

3.3 BC ministries' services and the services of other levels of government are fully accessible to immigrants

Strategies

3.1 Meet immigrants' basic settlement needs through the funding of community agencies where immigrants settle to provide initial assessment, orientation and referral/service linking.

3.2 Assist in full immigrant participation through the funding of community agencies to:

- Provide English language instruction to facilitate meaningful community and labour market involvement
- Match immigrant newcomers to longer term residents to assist in the settlement and integration process

3.3 Proactively advocate British Columbia's interests in federal policy and legislation development.

Performance Measures

New arrivals in BC can face daunting barriers to settle and integrate. The Ministry, principally through community-based agencies it funds, assists in overcoming these barriers. Our measures of success are:

3.1 Effectiveness of funded organizations: percentage of our funded organizations and services with Continuing Agreement organizational standards and program standards in place in the Spring of 2002

Target: 90%
Measurement and sources: measured through: Continuing Agreement Organizational and Program Standards; client satisfaction surveys; ongoing contract monitoring and evaluation practices

3.2 Immigrants who have need for basic settlement services have access to those services.

Target: To be developed. By the end of this fiscal year SSIS will provide the Ministry with accurate numbers of immigrants accessing services. Work will need to be done this year on setting an appropriate target to attain.

Measurement and Sources: measured by Settlement Services Information System (SSIS)

3.3 Immigrants and longer-term residents are matched
Target: 1200 matches (host and buddy matches, contracted through the Ministry through Community Bridging contracts).

Measurement and Sources: measured by service provider reports and in future possibly through SSIS enhancements.

3.4 Immigrants have gained an understanding of English and use it as needed
Interim Target: 60% of adult immigrants who when landing have indicated limited or no English language ability have accessed MMI funded English language programming*

Measurement and Sources: measured using the Canadian Language Benchmarks, as recorded in the Student Tracking and Reporting Systems (STaRs) and follow up surveying of former BCSIP Stream 3 (ELSA) learners.

* STaRS, to be implemented in the Fall will be able to provide the Ministry with more accurate figures on program participation. It will also, after about one year of use, be able to provide the Ministry with data on participant progress and completion. A CIC system, which is expected to be in development later in the year, will capture similar data. By 2001-02 the Ministry should have in place targets for English language acquisition and program completion.

3.5 Target: National Average: Initial ("First Wave") interviews in the Longitudinal Study are taking place now. Until Ministry staff has access to the first wave data and is able to analyze it (by country of origin, age of immigrant, etc.) the Ministry will be unable to establish a target appropriate for the demographic mix of immigrants settling in BC.

Measurements and sources: measured through the Longitudinal Survey of Immigrants to Canada.

3.6 Percentage of immigrants satisfied with their decision to immigrate
Target: National Average
Measurements and sources: measured through the Longitudinal Survey of Immigrants to Canada

3.7 Percentage of immigrants who have attained their employment goals or are employed in an area reflective of their skills and abilities
Target: National Average
Measurements and sources: measured primarily through the Longitudinal Survey of Immigrants to Canada and Census 2001.

GOAL 4:
Public policy that values diversity and a public sector that reflects the population it serves

Objectives

4.1 Enhanced accountability of public sector executives for diversity and employment equity

4.2 Community based partnerships to raise public awareness and provide advice regarding diversity and equity issues

4.3 Culturally responsive and accessible government policies and programs and services

Strategies

4.1 Develop and seek support of Deputy Minister and CEOs for performance measures for diversity in the public sector.

4.2 Develop an action plan for a reporting policy on employment equity for Crown corporations and provincially funded agencies.

4.3 Develop and strengthen partnerships with community based groups to facilitate change through funding.

4.4 Provide advice, guidance, support and coordination to Ministries and other public sector organizations.

4.5 Support the Minister's advisory group on employment equity and consider their input and recommendations.

Performance Measures

The Ministry works with other ministries and agencies to raise awareness of diversity, and enhance accountability for achievement of diversity across the public service. The Ministry cannot control the achievements of other agencies, so we work to improve accountability in the belief that accountability will lead to improved performance. Our key performance indicators will be as follows:

4.1 Percentage of representation of the equity target groups in the public sector workforce as compared to the population

Target: representation reflective of BC available workforce

Measurement and Sources: BC Stats; updates from Ministry Employment Equity Advisor; Annual Progress Report on the Ministry's Equity Action Plan.

4.2 Percentage of representation of the equity target groups in senior positions in the public sector.

Target: representation reflective of BC available workforce

Measurement and Sources: BC Stats; updates from Ministry Employment Equity Advisor; Annual Progress Report on the Ministry's Equity Action Plan.

GOAL 5:
Maximized organizational capacity and performance of our partners and the Ministry

Objectives

5.1 A healthy working environment within the ministry that provides equal opportunity and plans for the future

5.2 Increased capacity and effectiveness of our partners in delivering ministry programs.

5.3 Fiscal responsibility, transparency and accountability for the Ministry and its partners.

5.4 An energized workforce that is innovative and effective.

5.5 An effective internal and external communications strategy that promotes inclusiveness and assists in the delivery of the ministry's vision through a wider audience.

Strategies

5.1 Implement "employer of choice" strategies:

- Implement stronger employee recognition and workplace innovation
- Develop a workplace program promoting Work/Life balance
- Develop stronger internal communications mechanisms
- Develop a succession plan to ensure the future strength of the ministry
- Increase effectiveness of the ministry's performance planning and review procedures, while incorporating and supporting employee training plans.

5.2 Develop improved management and evaluation information for the ministry and its stakeholders, including the development and implementation of a new contract management system.

5.3 Develop and implement annual communications plan to support key ministry initiatives and announcements

5.4 Provide effective issues management service to the ministry and Minister

5.5 Prioritize an equity and diversity program

5.6 Develop a three-year strategic plan and ensure staff and resources are allocated to deliver on common goals.

5.7 Development of a training program for settlement workers

5.8 Develop organizational development models for our community partners and implement them to allow them to better work as a business unit.

5.9 Increase fiscal responsibility, transparency and accountability of our funding partners

5.10 Implement continuous agreements with some of our partners to provide stability and allow for longer-term planning of program delivery.

5.11 Administer low wage redress/pay equity increases for union and non-union workers in the contracted community social services sector.

Performance Measures

The Ministry needs to ensure that it makes best use of its financial and human resources, and that of our partners. Our resources are finite, and the needs extensive. In addition to the program goals above, our indicators of organizational performance will be:

5.1 Employee satisfaction and morale levels

Targets: The Ministry will establish baseline data for these measures in the year ended March 31 2002, and will set targets for subsequent years.

Measurements and sources: Surveys, annual all-staff meetings; ministry "report card".

5.2 Increased representation of employees from designated groups

Targets: The Ministry will establish baseline data for these measures in the year ended March 31 2002, and will set targets for subsequent years.

Measurements and sources: BC Stats; self-declaration forms, Employment Equity Advisor's reports; Ministry's Annual Progress Report on Employment Equity (as per equity action plan).

5.3 Increased levels of professional development by employees (resources, seminars, training, and memberships).

Targets: The Ministry will establish baseline data for these measures in the year ended March 31 2002, and will set targets for subsequent years.

Measurements and sources: Implement staff training and development plan; budget allocation for training; tracking system of staff performance; promotion of opportunities/development

5.4 Improved contract management practices for the ministry and its stakeholders.

Target: new Contract Management System implemented by March 2002

Measurements and sources: tracking funding applications, applicant information and contract money dispersal for one-year, multi-year and continuous agreement contracts as part of the cross-government Best Practices initiative.

RESOURCES AND FINANCIAL PLAN

Vote 37 - Ministry of Multiculturalism and Immigration

Description	2000/01 FTE'S	2000/01 Voted Expenditure ($)	2001/02 FTE'S	2001/02 Voted Expenditure ($)	2002/03 FTE	2002/03 Voted Expenditure ($)
Minister's Office	5	368,000	8	594,000	8	594,000
Capital Budget		21,000		21,000		21,000
Multiculturalism and Immigration						
Salaries and Benefits	64	3,111,000	64	3,867,000	64	3,867,000
Operating Costs		1,722,000		1,863,000		1,863,000
Grants/Contributions		30,655,000		38,627,000		41,295,000
Federal Recovery		(24,474,000)		(25,874,000)		(25,874,000)
Total		11,074,000		18,483,000		21,151,000
Capital Budget		25,000		181,000		181,000
Equal Opportunity Secretariat	5	843,000	8	802,000	8	802,000
Capital Budget		19,000		19,000		19,000
Budget Total	**74**	**12,225,000**	**80**	**19,879,000**	**80**	**22,547,000**
Capital Budget Total		**65,000**		**221,000**		**221,000**

LINKS TO PROVINCIAL PRIORITIES

The Ministry contributes to the government's strategic goals through fostering the successful integration of immigrants into the labour market and the community, and through encouraging the realization of the economic and social benefits of multiculturalism.

Immigration has enriched BC for many years. Immigrants bring skills, diversity, and energy to the economy. Their net economic benefit to the province has been positive; creating new business opportunities increased global trade, and thus a stronger tax base to fund public programs.

Multiculturalism contributes to the goals of safer communities and of all citizens being able to lead lives of dignity and security. It promotes the acceptance and understanding of diverse cultural traditions, thereby enriching the cultural life of communities across BC, and reducing the risk of racism.

Samples of specific Ministry programs that link to the province's priorities are:

Economic:

- Working with the federal government to ensure that immigration policies and fiscal arrangements serve BC's interests.
- Accelerate the integration of skilled and professional immigrants into the BC workforce through support programs to provide economic benefit to the society.
- Nominate and accelerate the immigration of skilled immigrants for filling key jobs vital to BC's economy.
- Ensuring that the Public Sector and Private Sector understands and implements diversity policies that are good for business and global trade.
- Assist entrepreneurs and business people in accessing government and other services in languages other than English and French.

Social:

- Enabling a safe, stable and open society through education and programs on the values of diversity and multiculturalism.
- Reduce racism by providing assistance to community programs and by celebrating successful initiatives throughout BC.
- With our community partners, implement programs that celebrate cultural diversity and benefits of immigration.
- Encourage the creation of a public service workforce that reflects the population it serves.

APPENDICES

THREE YEAR PERFORMANCE TARGETS

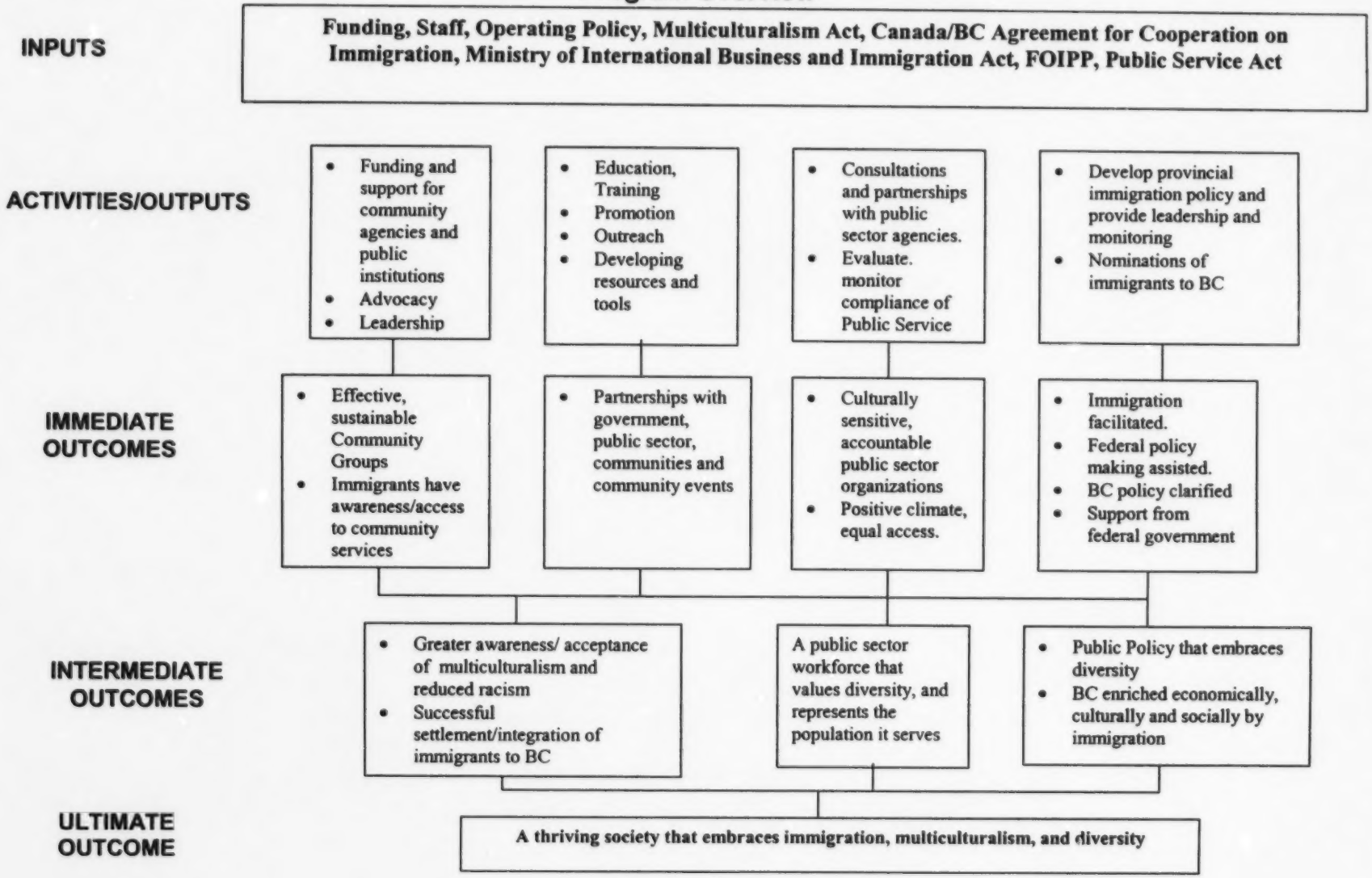
Performance Area	Performance Indicator	Year One (March 31, 2002)	Year Two (March 31, 2003)	Year Three (March 31, 2004)
Goal 1: Increased understanding and support for multiculturalism	1. Reduced racism in BC	1. Establish a baseline in the year ended March 2002	1. Target to be established in the year ended March 2002 and should reflect a year by year reduction	1. Target to be established in the year ended March 2003 and should reflect a year by year reduction
	2. Increased awareness and acceptance of multiculturalism in BC	2. Establish a baseline in the year ended March 2002	2. Target to be established in the year ended March 2002 and should reflect a year over year increase	2. Target to be established in the year ended March 2002 and should reflect a year over year increase
	3. Increased culturally responsive programs by ministries, crowns and other public sector agencies	3. Establish a baseline in the year ended March 2002	3. Target to be established in the year ended March 2002 and should reflect a year over year increase	3. Target to be established in the year ended March 2003 and should reflect a year over year increase
	4. Private sector support for diversity programs	4. This is not suitable for target setting. Ministry will report on key activities/initiatives undertaken during the year	4. Report on key initiatives/activities undertaken during the year	4. Report on key activities/initiatives undertaken during the year
	5. Increased capacity building among the not for profit sector	5. Breadth of this indicator is large. Establish baseline data in year ended March 2002 and measure increased capacity in 3 years no later than March 2005		

Performance Area	Performance Indicator	Year One (March 31, 2002)	Year Two (March 31, 2003)	Year Three (March 31, 2004)
Goal 2: Increased economic and social benefits of diversity and immigration to BC	1. Changes in BC's share of immigration	1. Increase BC's share of immigration to 17%	1. to be determined	1. to be determined
	2. Level of federal transfers	2. Increased federal transfers for costs of services to refugee claimants; fair share of federal transfers for settlement services.	2.Increased federal transfers for costs of services to refugee claimants; fair share of federal transfers for settlement services.	2. Increased federal transfers for costs of services to refugee claimants; fair share of federal transfers for settlement services.
	3. Economic benefits of immigration	3. N/A	3. N/A	3. N/A
	4. Number of skilled worker provincial nominees	4. 300 nominations; 2 week provincial processing time for complete applications from employers.	4. 300 nominations; 2 week provincial processing time for complete applications from employers	4. 300 nominations; 2 week provincial processing time for complete applications from employers.
	5. Partnerships established with regulatory and licensing bodies to reduce barriers	5. 5 new partnerships	5. 5 new partnerships	5. 5 new partnerships

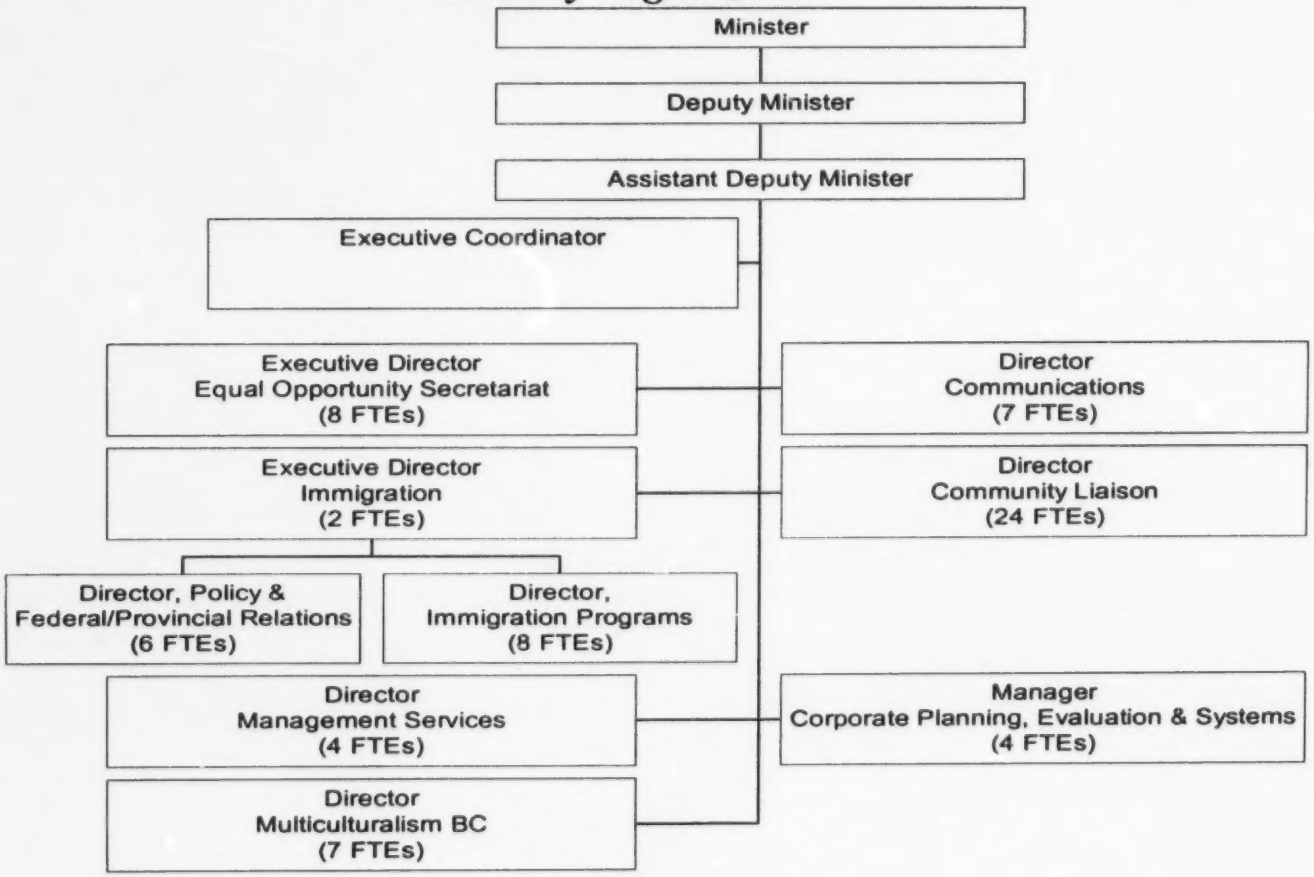
Goal 3: Settlement and integration of immigrants	1. Funded organizations are effective in their work	1. 60% of organizations have organized standards in place and adhere to service standards.	1. 70% of organizations have organizational standards in place and adhere to service standards.	1. 80% of organizations have organizational standards in place and adhere to service standards.
	2. Immigrants who have a need for settlement services have access to those services	2. By the end of the fiscal year, SSIS will provide MMI with accurate numbers of immigrants accessing services.	2. To be determined based on 2002.	2. To be determined based on 2003
	3. Immigrants and longer term residents are matched	3. 1200 Host and Buddy matches	3. 1200 Host and Buddy matches	3. 1200 Host and Buddy matches
	4. Immigrants have gained an understanding of English and use it as needed	4. 60% of adult immigrants who when landing have indicated limited or no English language ability have accessed MMI funded English language programming	4. 60% of adult immigrants, who when landing have indicated limited or no English language ability, have accessed MMI-funded English Language Programming.	4. 60% of adult immigrants, who when landing have indicated limited or no English language ability, have accessed MMI-funded English Language Programming.
	5. Take-up/planning to take-up Canadian citizenship	5. Achieve the national Canadian average	5. Achieve the national Canadian average	5. Achieve the national Canadian average
	6. Are satisfied with their decision to immigrate	6. Achieve the national Canadian average	6. Achieve the national Canadian average	6. Achieve the national Canadian average.
	7. Have attained their employment goals or are employed in the area reflective of their skills and abilities	7. Achieve the national Canadian average	7. Achieve the national Canadian average	7. Achieve the national Canadian average.

Goal 4: Public policy that values diversity and a public sector that reflects the population it serves	1. Percentage of representation of the equity target groups in the public sector workforce as compared to the population	1. Representation parallel to BC population	1. Representation parallel to BC population	1. Representation parallel to BC population
	2. Percentage of representation of the equity target groups in senior positions in the public sector	2. Representation parallel to BC population	2. Representation parallel to BC population	2. Representation parallel to BC population
Goal 5: Maximized organizational capacity and performance of our partners and the Ministry	1. Employee satisfaction and morale levels	1. Ministry will establish baseline data for these measures in the year ended March 31, 2002	1. Target to be set March 2002	1. Target to be set March 2003
	2. Increased representation of employees from designated groups	2. Ministry will establish baseline data for these measures in the year ended March 31, 2002	2. Target to be set March 2002	2. Target to be set March 2003
	3. Increased levels of professional development by employees	3. Ministry will establish baseline data for these measures in the year ended March 31, 2002	3. Target to be set March 2002	3. Target to be set March 2003

MINISTRY OF MULTICULTURALISM AND IMMIGRATION
Program Overview


INPUTS
Funding, Staff, Operating Policy, Multiculturalism Act, Canada/BC Agreement for Cooperation on Immigration, Ministry of International Business and Immigration Act, FOIPP, Public Service Act
ACTIVITIES/OUTPUTS
Funding and support for community agencies and public institutions
Advocacy
Leadership
Education, Training
Promotion
Outreach
Developing resources and tools
Consultations and partnerships with public sector agencies.
Evaluate. monitor compliance of Public Service
Develop provincial immigration policy and provide leadership and monitoring
Nominations of immigrants to BC
IMMEDIATE OUTCOMES
Effective, sustainable Community Groups
Immigrants have awareness/access to community services
Partnerships with government, public sector, communities and community events
Culturally sensitive, accountable public sector organizations
Positive climate, equal access.
Immigration facilitated.
Federal policy making assisted.
BC policy clarified
Support from federal government
INTERMEDIATE OUTCOMES
Greater awareness/ acceptance of multiculturalism and reduced racism
Successful settlement/integration of immigrants to BC
A public sector workforce that values diversity, and represents the population it serves
Public Policy that embraces diversity
BC enriched economically, culturally and socially by immigration
ULTIMATE OUTCOME
A thriving society that embraces immigration, multiculturalism, and diversity

Ministry Organization



LIST OF LEGISLATION

Legislative Framework

The Ministry takes a lead role in promoting and implementing the BC Multiculturalism Act. This Act recognizes the multicultural heritage and diversity of our society, promotes cross-cultural understanding and the elimination of racism, and encourages a society that achieves the full participation of all British Columbians in the economic, social and civic life of the province.

The Ministry is charged with implementing the Canada/British Columbia Agreement for Cooperation on Immigration and expanding BC's role in immigration matters.

Ministry of International Business and Immigration Act

The purpose of the Act is to allow the Ministry of Multiculturalism and Immigration to develop policy options and make recommendations to the government on immigration, and plan for and manage the government's role in immigration, including the selection and settlement of immigrants to British Columbia.

ACKNOWLEDGEMENTS

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